

# Project Management briefing

## *Why and How to become Agile*

Allan Kelly - [www.allankelly.net](http://www.allankelly.net)

Software Strategy Ltd

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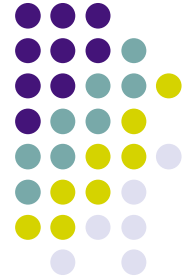


# Allan Kelly, BSc, MBA

- 10+ years as developer
- 6+ years managing/consulting
- Author:
  - *Changing Software Development: Learning to be Agile*, Wiley 2008.



Training, coaching & Interim Management for companies adopting Agile software development (or just wanting to better software development)



# Summary

- What is Agile?
- Why go Agile?
- How to go Agile?
- Project Managers?
  - The end of Project Management as we know it?
  - Does a Scrum Master replace a Project Managers?
- PRINCE 2 and Agile?

# What is Agile?

SOA

SaaS

Virtualisation



Stand up meetings

Onsite customer Extreme Programming

XP

Iterations TDD Crystal

Hacking

Sprints Retrospectives Scrum

Chaos

Index cards Refactoring Lean  
DSDM

Pair Programming Behaviour Driven Development

Unit Testing Feature Driven Development

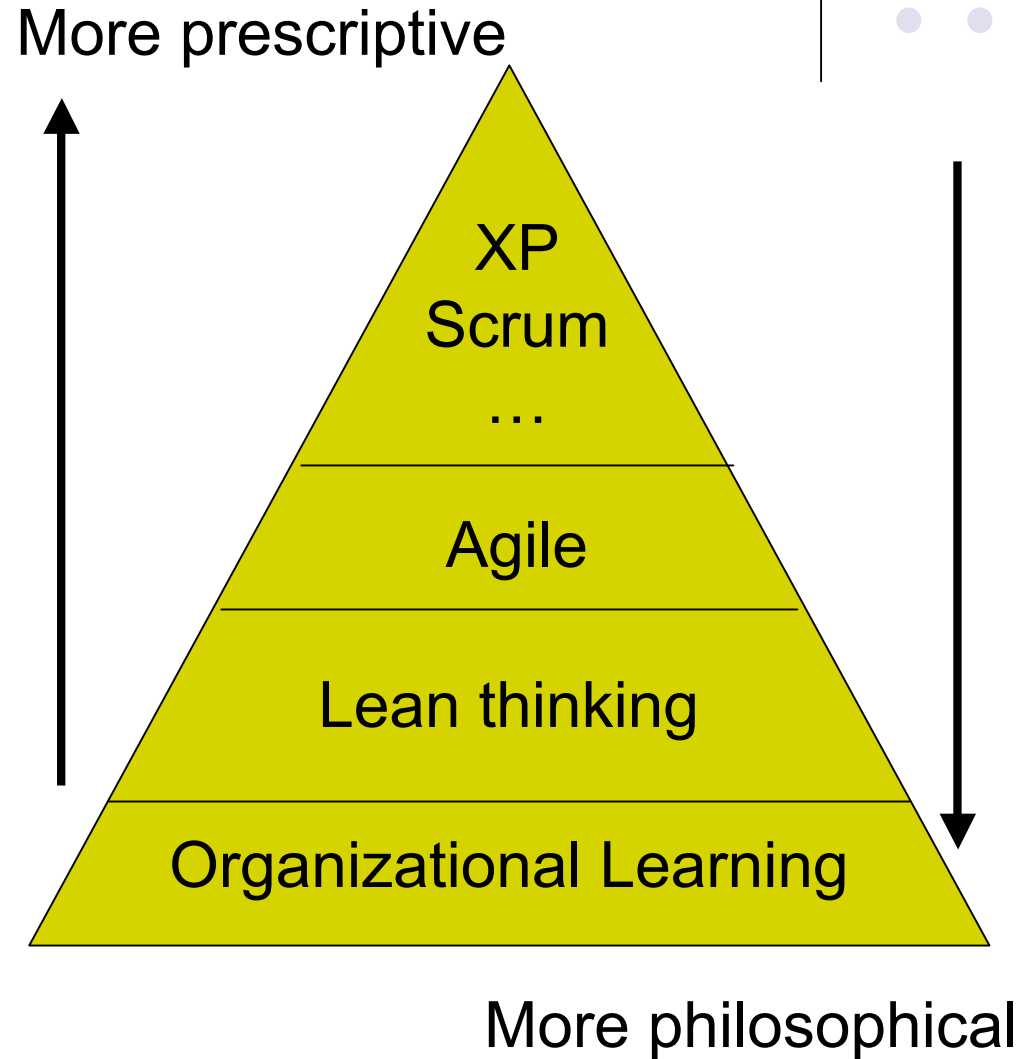


# Three test of Agile

1. Is the team delivering business value to the customer (market) ?
2. Is the team learning, changing and improving?
3. When the consultants, trainers and coaches who introduced Agile leave, are you still Agile?

# Agile context

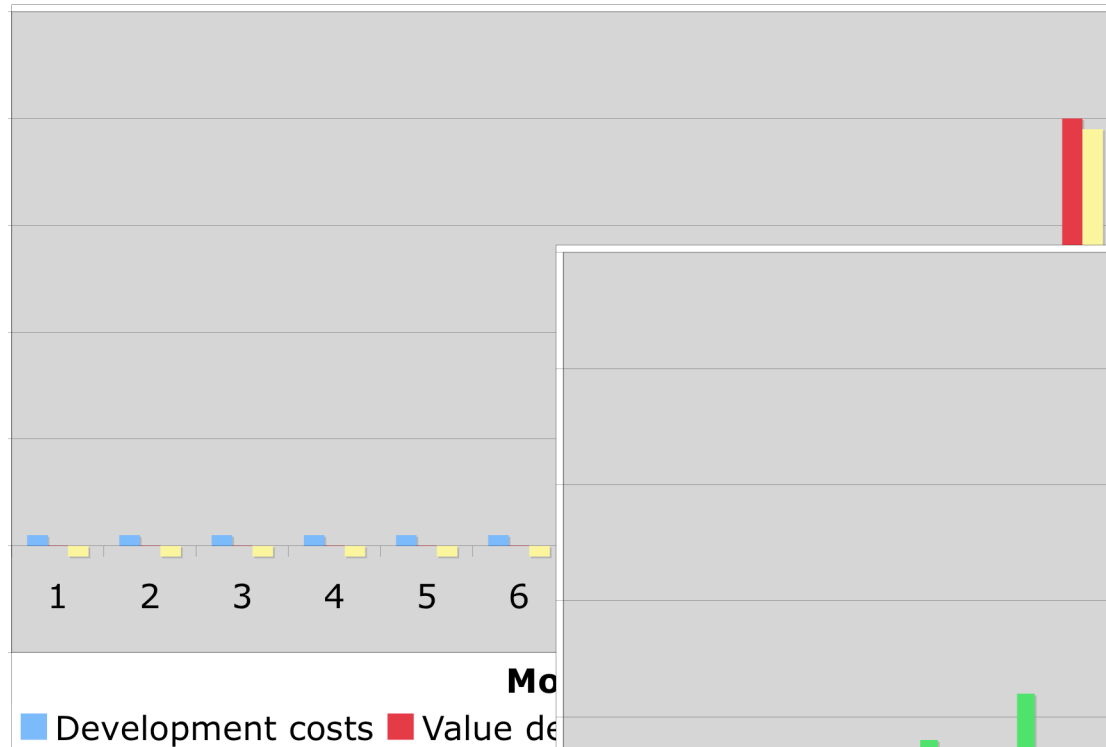
- Builds on a foundation of learning and improvement
- Are you learning and improving?



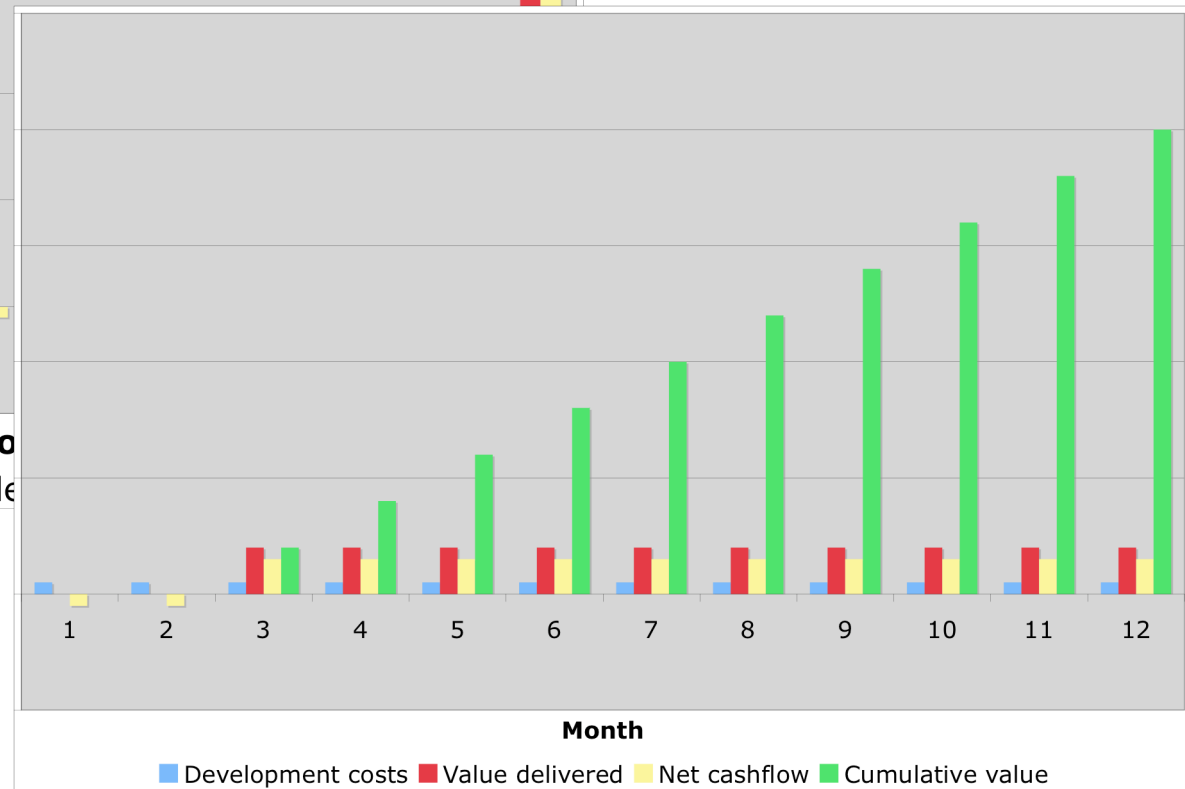
# Why go Agile?



# Value delivery



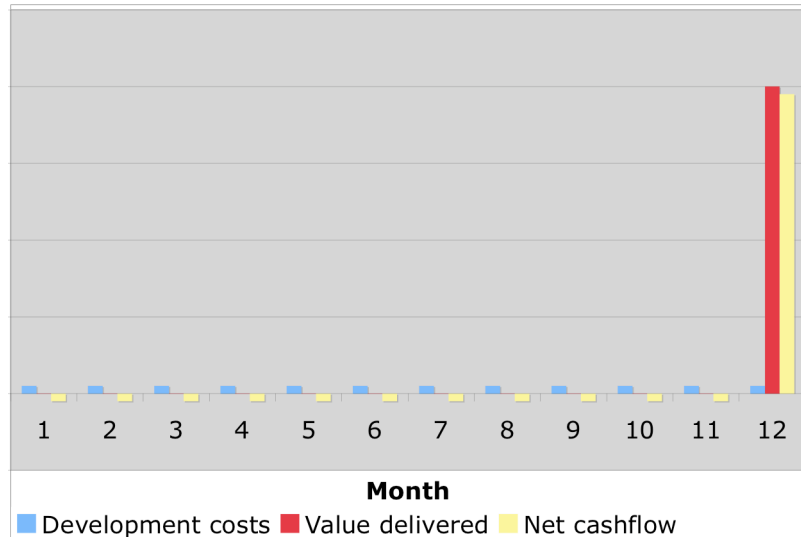
Waterfall



Agile

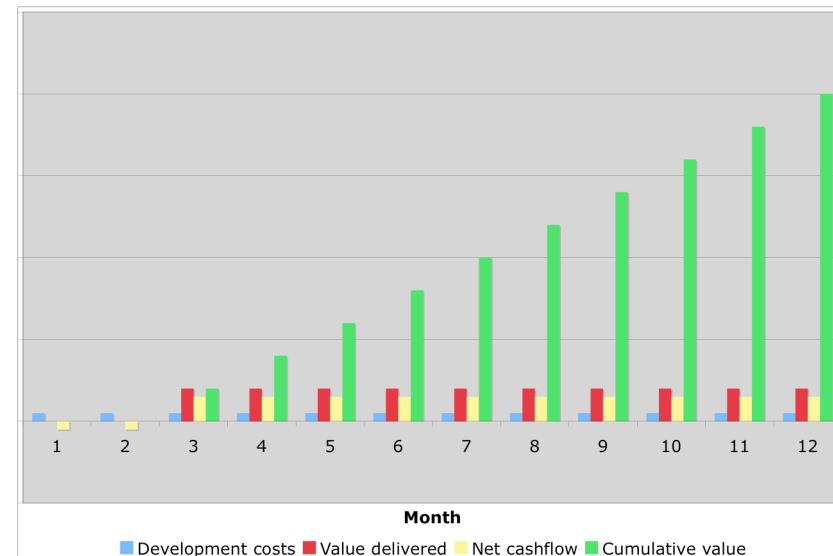


# Value delivery

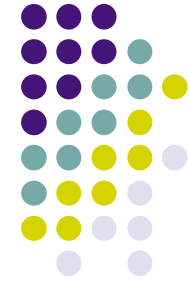


Waterfall

Agile



# Benefits

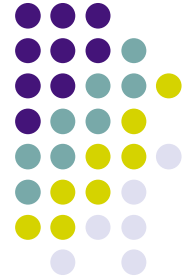


- Business

- Working software sooner
- More flexibility
- Higher quality
- More short term predictability
  - But then, you never really had long term predictability
- Business demands change

- Technical benefits

- Fewer bugs to fix
- Design evolves
  - No big up front design
  - Improve design as you go
  - Don't get caught by your own mess
- Continually working code
- Know where you are



# Why go Agile?

- Question
  - What if your competitors go Agile and you don't?
  - What if your competitors
    - Reduce their costs then their prices
    - Improve their time to market
    - Launch new products
- If the benefits of Agile are real
  - You don't have a choice

# How?

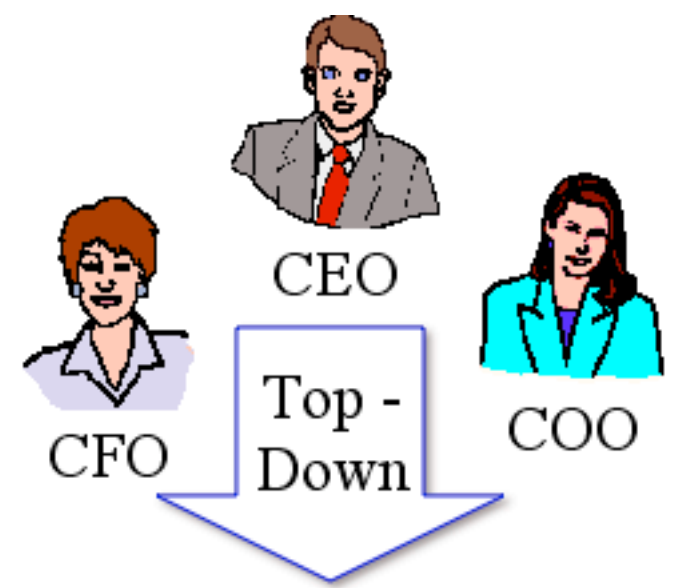
- Learning
  - Learning is change
  - Change is learning





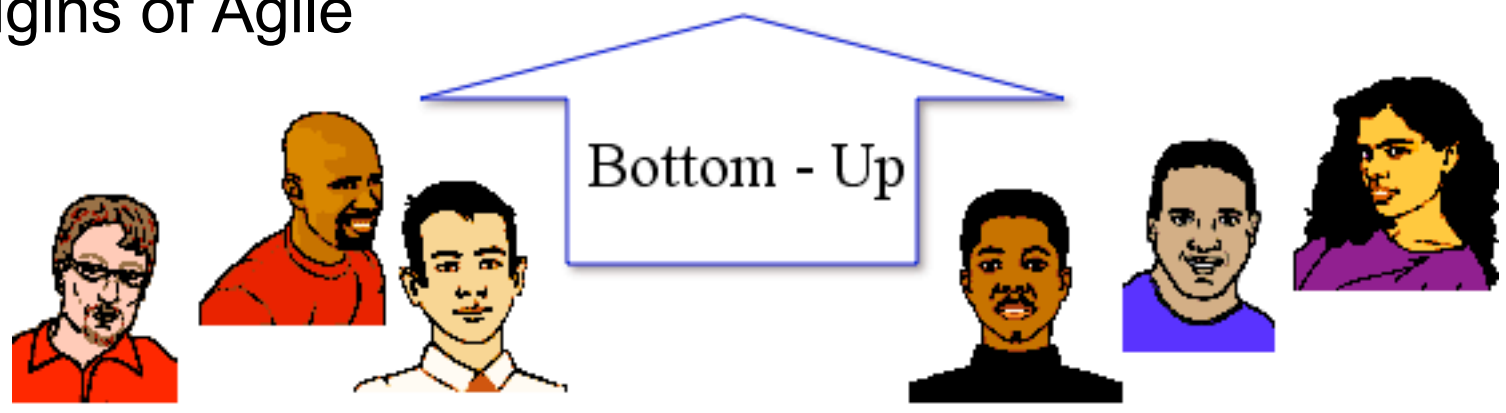
# Top-Down or Bottom-Up?

Increasingly find  
it here



You need  
both!

Origins of Agile





# Step 1: Open the debate

- Evangelise ideas - get people talking
  - Buy the books
  - Set up a talk programme
  - Get outside speakers to talk about how they do it
  - Talk about how you do it
  - Training e.g. TDD, Project Management
  - Retrospectives and Future-spectives

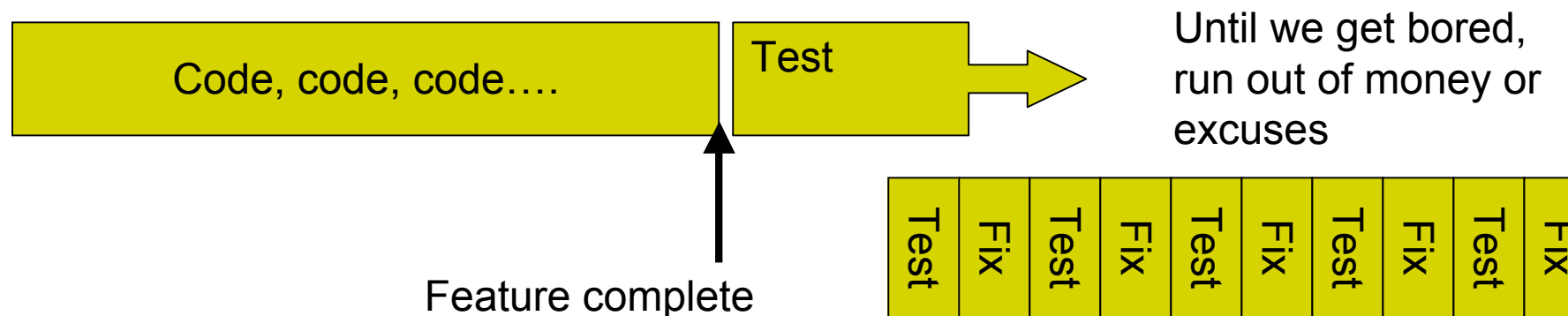
## Step 2: Quality



- Quality is Free
- Quality opens the door to everything else



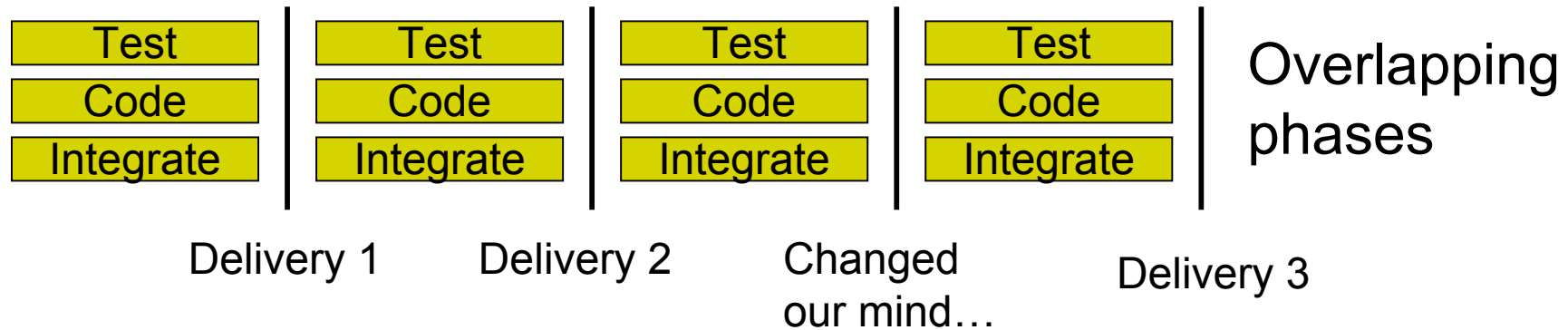
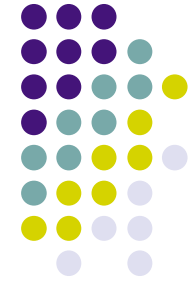
# Traditionally Test at the end



- We depend on test because quality low
- We try to inspect quality into the product
- We can't release until we get through test
- The more we test, the more bugs we find

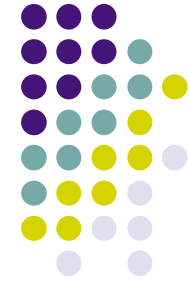


# Quality makes all things possible

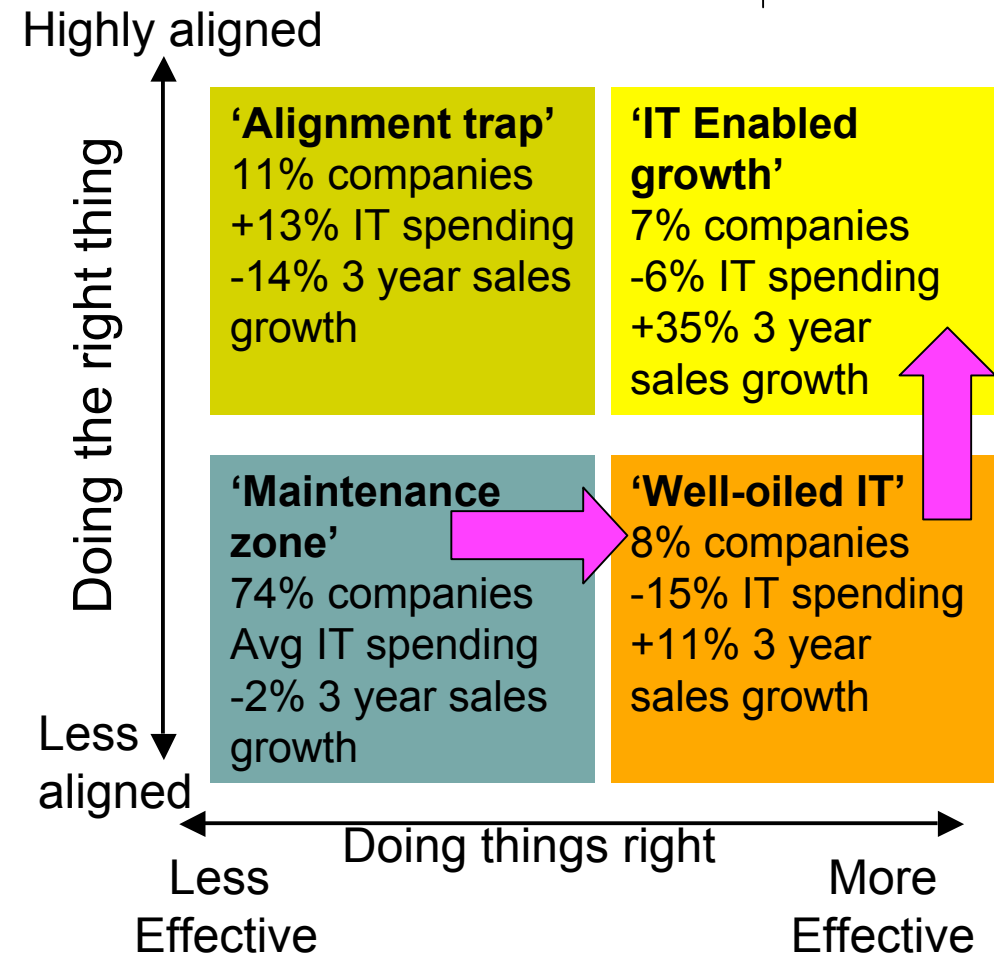


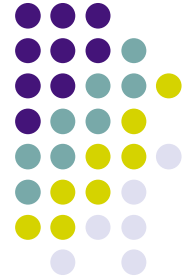
- Little and often
  - Deliver anytime
  - Business reaction?
- Requirements can change
- Predictable deliveries

# The Alignment Trap



- First get activities effective
  - Agile moves from 'Maintenance' to 'Well-oiled'
- Then think about what you are doing
  - Requirements, governance comes second





# The Project Managers role

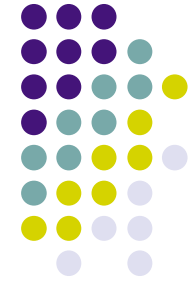
- Agile doesn't specify one
  - Neither does XP, Scrum, Crystal, .....
- No management roles specified
  - Self-organising teams
  - Trust in developers
- Remember: Agile started bottom-up
- But our organizations need management!



# Project Manager is not...

- Scrum Master
    - Master is facilitating role
    - No authority
    - Not an organiser
  - Team Coach
    - No!
  - Product Owner
    - Different skill set!
    - Different training
    - Business Analyst or Product Manager
- Roles may overlap - even merged on small projects
- But they are different roles

# Project Managers refactored



- If you are a project manager:
  1. List all the things you do
  2. Cross off the ones what don't happen in an Agile environment, e.g. drawing GANTT charts
- Organisations have Project Managers for a reason
  - What are they?
  - Does Agile remove the reasons?
  - How else might the organization be structures?

# Somebody needs to do



- Risk identification and management
- Budget monitoring
- Intra-project co-ordination
- Communication to organization and stakeholders
- And other stuff project managers do!



# Opportunities

- Skills & experience of Project Managers still valuable
  - Leading the Agile change
  - Expand role to line management?
    - (Agile doesn't detail this either)
  - Change to Scrum Master?
  - Change to Product Management?



# Agile & PRINCE 2?

- Common values
- XP in the Work Package
- Tailoring
  - Management by rhythm?
- DSDM Atern
  - PRINCE 2 complaint Agile method
- But... PRINCE 2 control structures can be heavy and overwhelming





# Thank you

- *Any questions?*

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Web: <http://www.allankelly.net>

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*Changing Software Development:  
Learning to be Agile* 

John Wiley & Sons, 2008

